# Structure of the Project Schedule & SP Clarifications
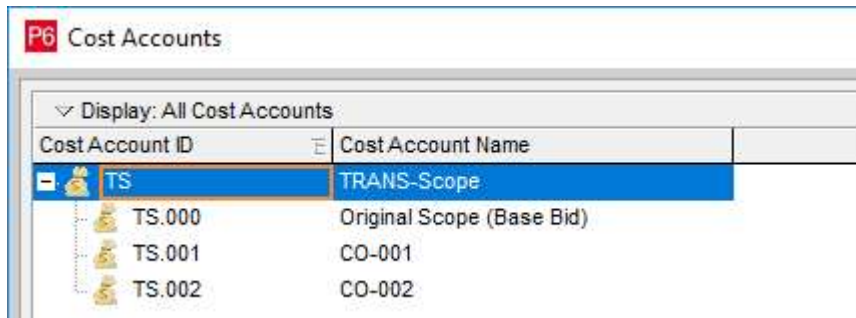
## Amendments to the Prosecution and Progress SP

**(1)  SP section 108.2(j)(1) & (8) – Change Order (Project Activity Code)**
A Change Order project activity code is not required.

**(2)  SP section 108.2(j)(1) & (8) – Change Order (Project Activity Code)**
A Change Order project activity code is not required. Cost Account shall be assigned in lieu of unique Resource IDs and Resource Codes.

**(3)  SP section 108.2(j)(1) & (8) – Change Order (Project Activity Code) and associated Resource Assignments on activities**
Assign the appropriate Cost Account to every resource assignment.

  **a)**  Create a Parent Cost Account named "TRANS-Scope".
  **b)**  Assign Child Cost Account "000" to all original scope resources / assignments.
  **c)**  Assign Child Cost Accounts to each resource associated with Change Orders.



**(4)  SP section 108.2(j)(1) – Production Rate: User Defined Field**
In lieu of assigning a production rate for each construction installation activity, assign every Material Resource the associated "default units/time". This method will populate all activities when material resources are assigned while reducing the amount of time for schedule development and increasing the accuracy for applying a standard (typical) productivity rate on each activity.
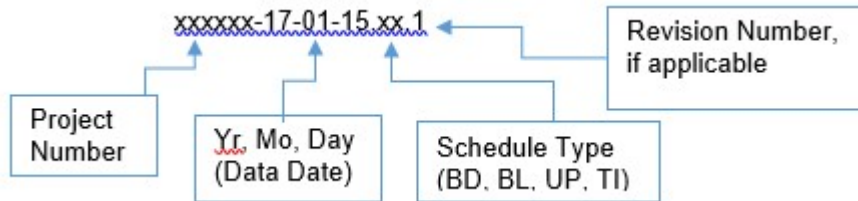
## Structure

**(5)  SP section 108.2(j)(1) - Project ID**
The following project ID structure shall be implemented on all projects:
  **a)**  The first 6 characters shall be the project number followed by a dash.
  **b)**  The next 2 characters shall be the current year followed by a dash.
  **c)**  The next 2 characters shall be the current month (month of update period) followed by a dash.
  **d)**  The next 2 characters shall be the current day (day update period) followed by a dot.
  **e)**  The next 2 characters shall be the Schedule Type followed by a dot:
    i)    BD = Bid
    ii)   BL = Baseline
    iii)  UP = Update
    iv)   CO = Change Orders (Non-TIA)
    v)    TI = Time Impact
  **f)**  If there is a revision required, the revision number will be sequential beginning with one (1) after a period to separate it from the month.

**g)** Incorporate the Project ID into the P6 .xer schedule backup (export) file name for submittal.



**(6)  SP section 108.2(j)(1) – Project Name**
The following naming structure shall be implemented on all projects:
- **a)** The first 6 characters shall be the project number followed by a space, a dash, and a space. (CA = Connecting Arkansas program)
- **b)** The Project Name shall be included next followed by a space, a dash, and a space.
- **c)** The Current Update period Month, Day, Year
- **d)** Schedule Type:
    - i) BD = Bid Schedule
    - ii) BL = Baseline
    - iii) UP = Update
    - iv) CO = Change Order Fragnet
    - v) TI = Time Impact Analysis
- **e)** Revision Number, if applicable



**(7)  SP section 108.2(j)(1) – Activity ID**
The following activity ID structure shall be incorporated into the each schedule activity.
- ➤ Characters 1-2 shall correspond to the MOT Stage.
- ➤ Character 1 is numeric and character 2 is alphabetic.
    - Examples (see full list in table below)
        - o   0X = Not Stage Specific
        - o   1X = Stage 1
        - o   1A = Stage 1A
        - o   1B = Stage 1B
        - o   2X = Stage 2

➢ Characters 3-4 shall equate to the Work Type activity code:
  Examples (see full list in table below)
  - o AD = Administration
  - o ER = Earthwork
  - o AP = Asphalt (ACHM)

➢ Characters 5-8 shall be numeric, at the contractor's discretion

Example: 1AAP1215 = S1A ACHM Binder Course – Sta. 1234+45 - 1267+87
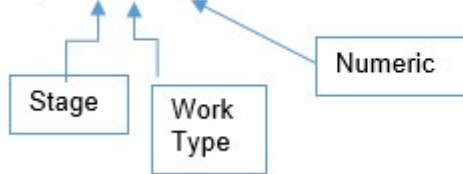
| Stage | Work Type | Numeric |

| Values for Activity ID | | | | |
|---|---|---|---|---|
| **Characters 1 & 2 (Stage)** | | | **Characters 3 & 4 (Work Type)** | |
| ID Value | Stage Name (WBS) | | ID Value | Work Type Name |
| 0X | Not Stage Specific | | AD | Admin |
| 1X | Stage 1 | | MS | Milestones |
| 1A | Stage 1A | | UT | Utilities / ROW |
| 1B | Stage 1B | | EC | Erosion Control (incl. clearing & grubbing, fencing) |
| 2X | Stage 2 | | SD | Storm Drainage (incl. box & pipe culverts) |
| xx | Stage xx, etc. | | TC | Traffic Control |
| | | | DM | DEMO / Removals |
| | | | ER | Earthwork |
| | | | AG | Aggregate |
| | | | AP | Asphalt (ACHM) |
| | | | CN | Concrete |
| | | | WL | Walls |
| | | | BR | Bridge |
| | | | GR | Guardrail / Signage / Pavement Markings / Permanent Fence / Landscape / Lights / misc. |
| | | | PL | Punchlist |

**(8)  SP section 108.2(j)(1) – Activity Name**
Each activity name shall contain the following items in the described format and sequence. No two activities shall have the same description.
a) Stage number. (Examples: S1A, S1B, S2, etc.)
b) Verb stating what type of work is being performed. (Examples: Install, Remove, Excavate, Place, Cut, Fill, Clear & Grub, Demo, Grout, Erect, Test, etc.)
c) Noun stating what the verb is acting upon. (Examples: Bent, Box Culvert, Piling, concrete, ACHM Base Course, ACHM Surface Course, Column, Shaft, Access Tubes, etc.)
d) Location of work. (Examples: Station 1234+45 - 1267+87, Cedar Creek Bridge, etc.)

Activity Name Examples:
- S1 Cut Earthwork – Sta. 1234+45 - 1267+87

- S1A ACHM Binder Course – Sta. 1234+45 - 1267+87
- S1B Bent 5 - Pre Bore & Drive Piling 5 - 12' - (12"x53) - Cedar Creek Bridge
- S2 Grade Out - Single 4 x 6 - Pre-Cast Box Culvert – Sta. 611+36.13 - 38 LF – RT
- S1A Backfill Embankment - Sta. 683+00 to 704+00 Left (Shoulder Only)

**(9)  SP section 108.2(j)(1) – WBS**
   The contractor shall use the following four (4) levels of WBS as a minimum requirement.
   1. Project *{P6 default level 1 WBS for each new project}*
      1.1 Admin
      1.2 Milestones
          1.2.1    Project Milestones
          1.2.2    Utility / ROW Milestones
      1.3 Change Orders
      1.4 Impacts
      1.5 Engineering
          1.5.1    Submittals
          1.5.2    Approvals
      1.6 Procurement
          1.6.1    Purchasing
          1.6.2    Fabrication
          1.6.3    Delivery
      1.7 Construction
          1.7.1    Stage 1A *(WBS Level 3 (Stage) – According to MOT Plan)*
              1.7.1.1  Station 10+00 - 16+54.68 - Temp Crossover – Stage 1A
              1.7.1.2  Station 505+25 - 527+11 - Temp Widening – Stage 1A
          1.7.2    Stage 1B
              1.7.2.1  Cedar Creek Bridge - A7135 - Station 480+71.92 - 483+89.08 - Stage 1B
              1.7.2.2  Box Culverts - Section 1 - BOJ - Station 645+00 - Stage 1B *(Section / Area Level 4 - Note the naming convention.)*

**(10) SP section 108.2(j)(1) – Activity Codes**
   **a)**  Work Type / Component (Global Activity Code)
   The contractor must assign the appropriate work type activity code to each activity within the schedule. A Work Type Global Activity Code has been established in the Department P6 database that contains the following code values and names. The name of the Global Activity Code is "WORK TYPE (*)". Set Max Length for value character to two (2).

| Code Value | Description |
| --- | --- |
| AD | Admin |
| MS | Milestones |
| UT | Utilities / ROW |
| EC | Erosion Control (incl. clearing & grubbing, fencing) |
| SD | Storm Drainage (incl. box & pipe culverts) |
| TC | Traffic Control |
| DM | DEMO / Removals |
| ER | Earthwork |
| AG | Aggregate |
| AP | Asphalt (ACHM) |
| CN | Concrete |
| WL | Walls |
| BR | Bridge |
| GR | Guardrail / Signage / Pavement Markings / Permanent Fence / Landscape |
| PL | Punchlist / Closeout |

   *(NOTE: Submittal and Approval activities shall be assigned code values correlating to the*

*type of work for which they are related.)*

   **b)** Responsibility / Contractor (Global Activity Code)
   The contractor must assign the appropriate responsibility activity code to each activity within the schedule.

   The Contractor must request addition of new subcontractors, not currently present in the code dictionary, to be added into the responsibility activity code dictionary. The department will attempt to add new contractors from the contact list included with the submitted preliminary and baseline schedule narratives.

   A Responsibility Global Activity Code has been established in the Department P6 database that contains the following code values and names. The name of the Global Activity Code is "RESPONSIBILITY (*)" Set Max Length for value character to six (6).

   *NOTE: A list of Responsibility code values and names are attached to the end of this document. Contact the ArDOT / CAP Scheduler to request the most recent list and/or to add company values and names that are not on the list.*

   **c)** Station / Location (Project Activity Code) – The contractor shall develop a Project Level Activity Code to be assigned to all activities. The name of the Project Activity Code is "Station / Location". Set Max Length for value character to seven (7).
   Examples:

   | Code Value | Description |
   |---|---|
   | ES | Entire Stage |
   | EP | Entire Project |
   | Sec1 | Section 1 - BOJ - Sta 645+00 |
   | Sec2 | Section 2 - Station 645+00 - 825+00 |
   | Det797 | Detour 797+83 to 806+02 |
   | RML616 | Right Main Lanes 616+41 to 640+00 |
   | BR07363 | Bridge 07363 - Stage 1 |

   **2)** Unspecified Activity Codes (Project Activity Code): The contractor may develop and use any additional project level activity codes deemed necessary to plan and manage the project in the most efficient manner.

**(11) SP section 108.2(j)(2) & (8) – Material Resources & ID Structure**
   **1)** The first 6 characters shall be the project number followed by a dash.
   **2)** The next 6 characters shall be the item code (schedule of values line item) followed by a dash. Add leading zero(s) to equal 6 characters if necessary.
   **3)** The next 2 characters shall be the Category followed by a dash.
   **4)** The next character shall be the resource type (M = Material) followed by a dash.
   **5)** The next 6 characters shall be alphanumeric (at contractor's discretion)
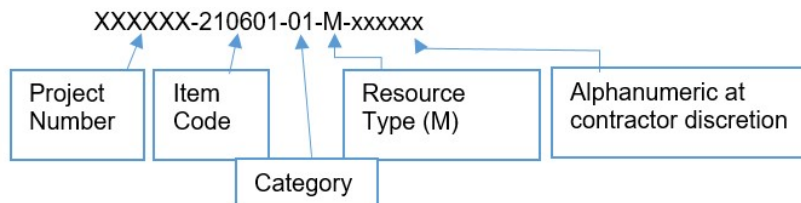
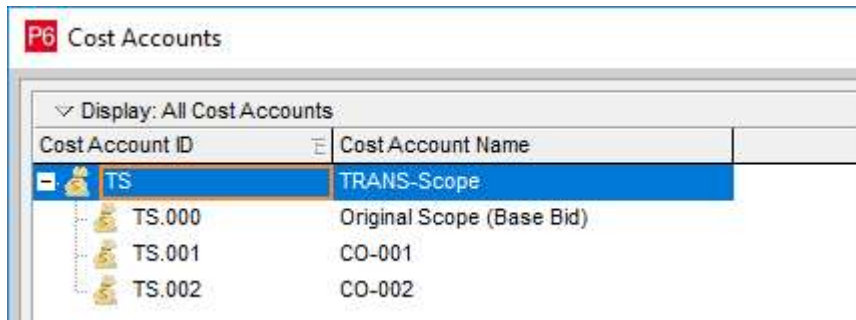**(12) SP section 108.2(j)(2) & (8) – Labor & Equipment Resources & ID Structure**
  **1)** The first 6 characters shall be the project number followed by a dash.
  **2)** The next character shall be the resource type (L = Labor, E = Equipment) followed by a dash.
  **3)** The next 6 characters shall be alphanumeric (at contractor's discretion)

XXXXXX-L-xxxxxx

| Project Number | Resource Type (L, E) | Alphanumeric at contractor discretion |
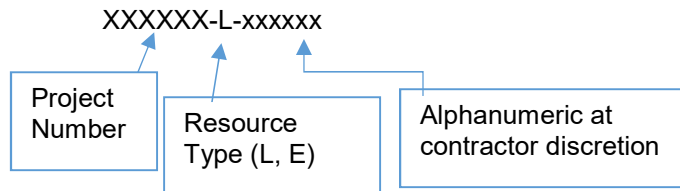
**(13) SP section 108.2(j)(1), (2) & (8) – Resource Cost Accounts & Units of Measure**
  **1) Cost Accounts**:
     **a)** Assign the appropriate Cost Account to every resource assignment.
     **b)** Create a Parent Cost Account ID of "TS" named "TRANS-Scope".
     **c)** Assign Child Cost Account "000" to all original scope resources / assignments.
     **d)** Assign Child Cost Accounts to each resource associated with Change Orders.

**P6 Cost Accounts**

Display: All Cost Accounts

| Cost Account ID | Cost Account Name |
|---|---|
| TS | TRANS-Scope |
| TS.000 | Original Scope (Base Bid) |
| TS.001 | CO-001 |
| TS.002 | CO-002 |

  **2) Units of Measure**:
     The Material Unit of Measure shall be the standard ArDOT abbreviations (values).

| ArDOT Units of Measure ||
|---|---|
| Values | Description |
| ACRE | Acres |
| BAG | Bags |
| BALE | Bales |
| CUFT | Cubic Foot |
| CUIN | Cubic Inch |
| CUYD | Cubic Yard |
| DAY | Days |
| EACH | Each |
| GAL | Gallons |
| HOUR | Hours |
| L.S. | Lot Size (lump sum) |
| LB | Pounds |

| LF | Linear Feet |
|---|---|
| MGAL | Metric Gallons |
| MNTH | Months |
| SQFT | Square Feet |
| SQYD | Square Yards |
| STA | Stations |
| TON | Tons |
| WEEK | Weeks |

**(14) SP section 108.02(j)(1), (g)(2), (g)(4) - Calendars:**

1) The following Calendar Name structure shall be used on all Project Calendars
   a) The first 6 characters shall be the project number followed by a blank space.
   b) The characters 7 & 8 shall be the Work Type value followed by a blank space.
   c) The next characters shall be the days per week and hours per day "xDay-xxHour" followed by a blank space.
   d) Specify if the calendar includes or excludes Holidays. For calendars including holidays, use "w/ Holidays". For calendars without holidays, use "w/o holidays. Follow this with a comma and a blank space.
   e) Specify if the calendar includes or excludes Weather (non-work days). For calendars including weather days, use "w/ Weather". For calendars without weather, use "w/o Weather". Follow this with a blank space.
   f) In parentheses, show total number of Workdays planned for each calendar year per calendar.
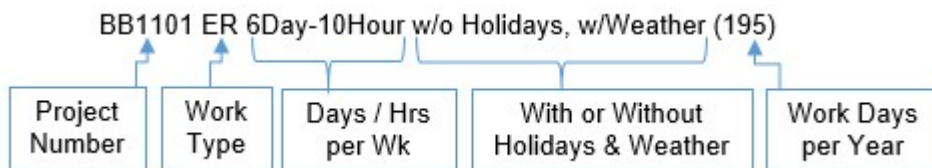


2) Create a Shared Resource calendar for all resource assignments. Please make it a 7-day workweek calendar to prevent the resource calendars from overriding any of the activity calendars. Calendar name should be "Project Number" followed by "Resource Calendar 7 Day". (Ex: BB1101 Resource Calendar 7 Day)
3) All activity calendars must be Project Calendars with no inheritance to Global Calendars.
4) All start and finish times for each calendar must match for every workday within the calendars and between all calendars.
5) All calendars must contain Holidays, Sundays, and weather (non-work) days extended fifty percent (50%) of the contract duration beyond the contract completion date. The monthly number of non-work days should be the same for all years.
6) Non-work (weather) days shall be aligned in each calendar within a schedule. A varying number of non-work days based on work type is allowed, but each calendar's planned non-work days should align across all calendars for equivalent anticipated weather.
   a) Example: If February 2nd is a planned weather day on an Asphalt calendar, February 2nd should align as a weather day on Concrete, Earthwork, etc. calendars if applicable.
   b) NOTE: Weather days that are sequential days across multiple calendars for equivalent planned non-work days **is not allowed**.
      Example: A single weather day planned within the same week across multiple calendars with Asphalt on Monday, Earthwork on Tuesday, Concrete on Wednesday, etc. This incorrectly blocks 3-days of weather within a week for a single anticipate weather day.

## Technical / Settings

**P6 Settings Clarifications -** The following P6 settings must be used in order for all projects to function and calculate properly within the ArDOT (CAP) Enterprise environment.

### *Administration Defaults:*

**Earned Value**

| | |
|---|---|
| Activity Percent Complete | **Check** |
| ETC = Remaining Cost for activity | **Check** |
| At Completion with Current Dates | **Check** |

### *User Preferences:*

| | | |
|---|---|---|
| **Resource** | Opened Projects Only | **Check** |
| **Analysis** | Remaining Early Dates | **Check** |
| | Calculate Primary resources' limit | **Check** |
| **Calculations** | Preserve the units | **Check** |
| | When assigning resource, Ask me to select | **Check** |
| | When Resource & Role share, Ask me to select | **Check** |

### *Schedule Options:*

| | | |
|---|---|---|
| **General** | Use Expected Finish | **Check** |
| | Retained Logic | **Check** |
| | Early Start | **Check** |
| | Longest Path | **Check** |
| | Each Project | **Check** |
| | Compute TF as FF = LF - EF | **Check** |
| | Calendar for Rel lag is Predecessor calendar | **Check** |
| **Advanced** | Calculate Multiple Float Paths (# Paths = 1000) | **Check** |

### *Project Level Defaults:*

| | | |
|---|---|---|
| **Defaults** | Duration Type = **Fixed Duration & Units** | |
| | Percent Complete Type = **Duration** | |
| | Activity Type = **Task Dependent** | |
| | Calendar = **Project Calendar** | |
| | Must Finish By = **'Final Completion' date** | |
| **Resources** | Default Rate Type = **'Price / Unit'** | |
| | Drive activity dates by default | *Uncheck* |
| | Resources can be assigned to same activity more than once | **Check** |
| **Settings** | Summarize to WBS **Level = 2** | |
| | Detail activity resource | **Check** |
| | Project Baseline | **Check** |
| | Longest Path | **Check** |
| **Calculations** | Activity percent complete based on steps | *Uncheck* |
| | Link Budget and At Completion for unstarted activities | **Check** |
| | Reset Remaining Duration and Units to Original | **Check** |
| | Subtract Actual from At Completion | **Check** |
| | Recalculate Actual Units and Cost when duration % complete changes | **Check** |
| | Update units when costs change on a resource assignment | *Uncheck* |
| | Link actual to date and actual this period units and cost | **Check** |

*Resource Defaults:*

| | | |
|---|---|---|
| **Material Details** | Auto Compute Actuals (**Required**) | *Uncheck* |
| | Calculate costs from units (**Required**) | **Check** |
| **Equipment Details** | Auto Compute Actuals *(Preferred)* | **Check** |
| | Calculate costs from units *(Preferred)* | **Check** |
| **Labor Details** | Auto Compute Actuals *(Preferred)* | **Check** |
| | Calculate costs from units *(Preferred)* | **Check** |

*Resource Assignments:*

| | | |
|---|---|---|
| **Material Assignments** | Drive Activity Dates (all assignments **Required**) | *Uncheck* |
| | Auto Compute Actuals (all assignments **Required**) | *Uncheck* |
| | Calculate costs from units (all assignments **Required**) | **Check** |
| | Primary Resource (all assignments **Required**) | *Uncheck* |
| **Equipment Assignments** | Drive Activity Dates (all assignments **Required**) | *Uncheck* |
| | Auto Compute Actuals *(all assignments Preferred)* | **Check** |
| | Calculate costs from units *(all assignments Preferred)* | **Check** |
| | Primary Resource *(all assignments Preferred)* | *Uncheck* |
| **Labor Assignments** | Drive Activity Dates (all assignments **Required**) | *Uncheck* |
| | Auto Compute Actuals *(all assignments Preferred* | **Check** |
| | Calculate costs from units *(all assignments Preferred* | **Check** |
| | Primary Resource *(all assignments Preferred)* | **Check** |

## Clarifications

**(15) SP section 108.02(g)(2) - Bid Schedule**

**(1)** The SP states "High-level activities summarized by the Work Type Code as set forth in the "Activity Codes / Work Type" section of the "Schedule Structure" document located at arkansashighways.com/Contractor Information/Construction Contractors/General Information/Structure of Project Schedule on the AHTD website shall be represented in the schedule for each stage."

> **NOTE:** The intent is to have at least one task for each Work Type activity within each Stage (according to the MOT plans) that will represent the entire project scope in a logical CPM schedule.
> *The schedule is not expected to have complete detailed activities summarized as a function of P6 to the Work Type code level.*

**(2)** Example of the bid schedule timeline required for the bid narrative is shown below and located at arkansashighways.com/Contractor Information/Construction Contractors/General Information/Structure of Project Schedule on the AHTD website. It is an Excel file named "2017-11-20_XXxxxx_BidSchedTimeline_Example.xlsx".



CAXXXX PROJECT TIMELINE
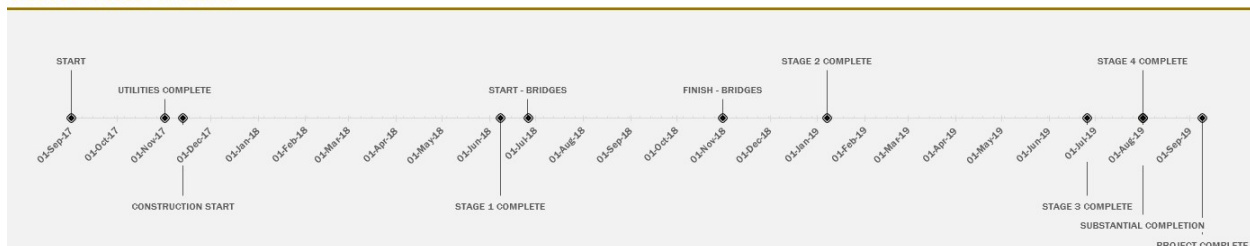
**(16) SP section 108.2(j)(8) – Change Order Fragnets for Directed Change Orders**

Change Order fragnets for Directed Change Orders must be submitted within five (5) days of receiving notice. Potential time extensions based on change orders will be analyzed based on the most recent approved schedule, impact to the longest path, and subsequent movement of the current project completion date in accordance with the Evaluation of Delays and Calculation of Time Extensions section of this special provision. Failure to submit a fragnet with the change order forfeits any recovery for an associated recoverable project delay at any future date.

**(17) Duration Type:** The Duration Type for all activities must be set to "Fixed Durations and Fixed Units".

**(18) Primary Resource:** Since P6 does not allow a Material resource to be the Primary resource, use the Labor resource as Primary.

**(19) SP section 108.2(j)(General) – Progress Updates**

1) <u>Remaining Durations</u> - When performing progress updates, the Remaining Durations should be updated (progressed) on in-progress activities, reflecting the number of days required to complete the work.

   **NOTE:** Do not update the duration percent complete.

2) <u>Percent Complete</u> - When performing progress updates, the <u>physical percent complete</u> should be used, **not** the duration percent complete. The physical percent complete should be close, if not exactly, to what the primary material resource percent complete is.


## <u>Best Practices</u>

**(20) Steps for Schedule Development:**

The following basic steps will help ensure there are no partial days, resources are spread properly, start/finish dates, and TF are correct. Cleaning up these items after the fact can be time consuming.

1) Make sure <u>all</u> settings are correct.
2) Create <u>all</u> calendars
   a) Verify "Hours per time period" for each calendar
   b) Verify the daily Start and Finish times are the same for all calendars
   c) Verify inclusion of holidays and weather days for all calendars
3) Create activities, resources, logic, and assign calendars & resources.


## <u>Global Responsibility Code: "TRANS-Responsibility"</u>          **As-of Feb 05, 2019**

| Code Value | Description |
|---|---|
| AEP | AEP |
| AllSer | All Service Electric |
| AmerCS | American Contracting |
| APACCn | Apac Central |
| ARTri | AR Trison |
| ARDOT | Arkansas Department of Transportation |
| ArSign | Arkansas Sign & Barricade |
| AshGro | Ash Grove Cement Company |
| AttArk | AT&T Arkansas |
| AttInc | AT&T Inc. |
| ATLAS | Atlas Asphalt Inc |
| JV | Atlas-Delta Joint Venture |
| Badger | Badger Daylighting Corp. |

| | |
|---|---|
| BarkBac | Barker Backhoe & Dozer |
| BCMain | BC Main Construction |
| BevCon | Berry Concrete Construction |
| BerCon | Berry Concrete Construction |
| BlHill | Black HIlls |
| BobKen | Bobby Kennedy Construction |
| CapCCI | Capital Concrete Cutting Inc. |
| CPC | Capital Paving and Construction LLC |
| CenL | Century Link |
| ChesBrC | Chester Bross Construction |
| CtyBen | City of Bentonville |
| CtyRog | City of Rogers |
| ValSpr | City of Valley Springs |
| Coast | Coastal Highway & Erosion |
| CMMC | Const. Manag. & Maint. Company |
| ConSSC | Contractor's Specialty Service Company |
| Cox | Cox |
| Cranfo | Cranford Construction Company |
| CreDes | Creative Design Concepts |
| Crisp | Crisp Contractors |
| CrouCo | Crouse Construction |
| CulvPI | Culverts Plus, Inc. |
| CustCE | Custom Curbing & Edging |
| DD | D&D Paving |
| DJCon | D&J Construction |
| Darrag | Darragh |
| Delta | Delta Asphalt |
| DiaSur | Diamond Surface |
| DKB | DKB Contractors LLC |
| DumCon | Dumey Construction |
| Entrgy | Entergy Arkansas |
| EnvSEI | Envirotrac Safety & Erosion Inc. |
| EvCon | Evatt Construction Company |
| Ewing | Ewing Signal Construction, LLC |
| ExpCon | Explosive Contractors |
| FannCC | Fanning Construction Company |
| FBL | FBL & Associates |
| ForGn | Forsgren, Inc |
| Forter | Forterra Pipe & Precast, LLC |
| FouTes | Foundation Testing & Consulting |

| | |
|---|---|
| GarACr | Gary A Crain |
| Gerdan | Gerdan Slipforming, Inc. |
| Gerdau | Gerdau Dallas Renforcing Steel |
| GonReb | Gonzalez Rebar, LLC |
| GrnMtn | Granite Mountain Quarries |
| GTS | GTS Inc |
| HWTCo | H.W. Tucker Company |
| HanGeo | Hanes Geo Components |
| HarrCM | Harris Construction Management |
| HayBak | Hayward Baker |
| HighGr | Highway Graphics |
| JBJ | J B James Construction |
| JacoCo | Jacor |
| JetAsp | Jet Asphalt & Rock Co |
| JohnCo | Johnsville Company |
| KWGCCES | K West Group Civil Constr & Env Services |
| Kiewit | Kiewit |
| KosCon | Koss Construction |
| Lambrt | Lambert Construction |
| LasBro | LASBRO |
| LouisCo | Louis Company |
| MTPC | M & T Paving & Construction Co., Inc. |
| ManRoa | Manhattan Road & Bridge |
| MarCon | Marshall Construction |
| McGeor | McGeorge Contracting |
| MehCon | Mehaffy Construction |
| Mobico | Mobicon Crushing & Recycling |
| Mobley | Mobley Contractors |
| Nabhol | Nabholz Construction Corporation |
| ObrEng | Obryan Engineering Inc |
| OlyPai | Olympus Painting |
| PBXCor | PBX Corporation |
| Peter | Peterson Concrete Tank Co |
| PinBlf | Pine Bluff Sand & Gravel |
| PipDrC | Pipeline and Drainage Consultants |
| QltyTr | Quality Trucking of Little Rock, LLC |
| RamCnt | Ram Construction Services |
| RedConG | Redstone Construction Group |
| Ritter | Ritter Communication |
| RMI_WW | RMI Worldwide, LLC |

| RobCon | Robertson Contractors |
|--------|----------------------|
| Scur | Scurlock Industries |
| SevVal | Seven Valleys Concrete |
| Sorrel | Sorrel-Smith Engineering Consultants, LLC |
| SoGR | Southern Guard Rail |
| Splclr | Special Clearing - SUB |
| StuBr | Stupp Bridge |
| SupTraf | Superior Traffic Control |
| SurPrp | Surface Prep Tech |
| SyES | Synergy Earth Systems |
| Terrac | Terracon (Concrete Testing) |
| TexopC | Texop Construction |
| ThoCtg | Thomas Industrial Coatings |
| TimStr | Time Striping Inc. |
| TotlEC | Total Erosion Control |
| TrafMar | Traf-Mark Ind. |
| TL | TRAFFIC & LIGHTING SYSTEMS |
| Tramar | Tramar |
| TrStGS | Tri-State Guardrail & Sign |
| WevBal | Weaver-Bailey Contractors |
| Webbr | Webber LLC. |
| WRM | White River Materials |
| Wind | Windstream & City of Bentonville |